

ACTION PROCESSING SHEET

(Reference: SI 901-02)

*W/ minor edits*

	TO	ACTION	SIGNATURE/DATE		TO	ACTION	SIGNATURE/DATE
1	J0CC	A	<i>[Signature]</i> 26 JUL	5	J010	I	TINKHAM, TROY A. LAN 1086804995
2	J0CD	C	<i>Approved by CW</i> 24 JUL	6	J004	C	BOS, TIMOTHY J.1186938450
3	J0CS	C	KARBLER, DANIEL LEWIS.1100464698	7			
4	J0CSA	C	BAILEY, BRANDEN GREEN.1150172779	8			

SUBJECT:  
Approval of 2018 USSTRATCOM Public Affairs Communications Strategy

DIRECTORATE SUSPENSE:  
CMD SECTION SUSPENSE:  
HHQ SUSPENSE:

SUMMARY

- (U) **BLUF AND RECOMMENDATION:** Request CC approval for the 2018 USSTRATCOM Public Affairs Communication Strategy.
- (U) **EXECUTIVE SUMMARY:** To outline strategies and tactics for U.S. Strategic Command support to the whole-of-government communication effort by communicating Department of Defense and USSTRATCOM objectives, priorities, and issues to internal and external audiences. This strategy, and the associated lines of effort, provide a public communication framework for USSTRATCOM and subordinate elements across the global combatant command enterprise, and aligns with and supports activities and operations supporting the USSTRATCOM *Commander's Vision and Intent* and mission objectives. This is the first completed Communication Strategy for USSTRATCOM since 1996.

This strategy, and the associated lines of effort, have received AO and GO/FO level coordination through TMT from J004, J006, J007, J060, J1, J2, J3, J4, J5, J6, J7, J8, and the component Public Affairs offices.

- (U) **CRITICAL COMMENTS/NON-CONCURS:** N/A.

*Also reviewed by:*  
OSD  
JS  
SAF-PA  
CHINFO  
*r/BDMAS*

TABS:  
A: 2018 USSTRATCOM Public Affairs Communication Strategy

ACTION OFFICER (Name/Grade/Office Symbol/Phone Number):  
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CLASSIFIED BY AND REASON OR DERIVED FROM:

DATE PREPARED: 05/23/18 | DECLASSIFY ON: | TMT TRACKING # (last five characters): SBOW9



UNITED STATES STRATEGIC COMMAND

# COMMUNICATION STRATEGY

2018



OFFICE OF PUBLIC AFFAIRS

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**DEPARTMENT OF DEFENSE**  
UNITED STATES STRATEGIC COMMAND

I was recently asked by a middle school audience why communication is important. My answer was simple – without effective communication, you cannot drive change, get people on your side, or demonstrate ideas.

This Public Affairs Communication Strategy outlines key strategies and tactics for USSTRATCOM's support to whole-of-government communication. This strategy and its lines of effort provide a public communication framework for USSTRATCOM and its subordinate components of 162,000 men and women across our global enterprise, and aligns with and supports my Vision and Intent, mission objectives, and USSTRATCOM's Global Campaign Plan.

I expect you to read this document and share it with your staff and commanders. It is everyone's responsibility to strengthen our relationships by engaging, within their respective lanes.

As Secretary James Mattis said recently in his testimony to Congress, "I want more engagement with the military and I don't want to see an increased opaqueness about what we're doing. We're already remote enough from the American people by our size and by our continued focus overseas. We need to be more engaged here at home."

Public communication is a key to success at all levels, and we all have a role to play. Thank you for what you do every day to grow the public dialogue on 21st Century Strategic Deterrence.

Sincerely,

A handwritten signature in black ink, appearing to read "John E. Hyten", is positioned above the typed name.

JOHN E. HYTEN  
General, USAF  
Commander

## PURPOSE

To outline strategies and tactics for U.S. Strategic Command (USSTRATCOM) support to the whole-of-government (WoG) communication effort by communicating Department of Defense (DoD) and USSTRATCOM objectives, priorities, and issues to internal and external audiences. This strategy, and the referenced lines of effort, provide a public communication framework for USSTRATCOM and subordinate elements across the global combatant command enterprise, and aligns with and supports activities and operations supporting the USSTRATCOM *Commander's Vision and Intent* and mission objectives.

## STRATEGY

According to joint doctrine (specifically Joint Publication 3-61), Public Affairs (PA) is the principal spokesperson, senior PA advisor, and primary coordinator for communication integration and alignment for the combatant command (CCMD). PA communicates accurate, timely, and meaningful information to put in context USSTRATCOM's campaign and planning efforts, its operations, activities, and investments and facilitates informed perceptions about USSTRATCOM missions.

Communication with the American public and international audiences builds public trust and understanding for the command's contribution to national security and sustains support for USSTRATCOM operations, achievement of Campaign Plan objectives, and alignment with the USSTRATCOM Family of Plans. Proactively conveying facts about command activities supports the Commander's Vision and Intent, and contributes to deterring adversary action, assures allies, helps shape the operational and informational environment, and helps define the force of the future.

All USSTRATCOM and subordinate command communication efforts will support the *Commander's Vision and Intent* and mission objectives, which outline his three priorities, summarized as: Strategic Deterrence, Decisive Response, and a Combat-Ready Force. USSTRATCOM PA engages internal and external audiences to inform, increase awareness, and foster support for this global combatant command's priorities and missions. Command and component staff integration will identify opportunities for subject matter experts (SME) engagement with key audiences.

Reaching intended audiences requires appropriately targeted and synchronized outreach to media, community organizations, academic institutions, and digital media. Commander's Communication Synchronization (CCS) is a process to implement strategic-level guidance by coordinating and synchronizing to ensure the integrity and consistency of strategic- to tactical-level narratives, themes, messages, images, and actions throughout a joint operation across all relevant communication activities (Refer to Annex E, Communication Synchronization and Analysis Line of Effort, for more information on CCS).

### INFORMATION AS A JOINT FUNCTION

Information is such a powerful tool that it is recognized as an instrument of national power. The advent of the internet, the expansion of information technology, the widespread availability of wireless communications, and the far-reaching impact of social media have dramatically impacted operations and changed the character of modern warfare.

-- *Secretary of Defense James Mattis*



## NARRATIVE

*I am amazed by the nearly 162,000 men and women supporting the USSTRATCOM mission, providing an umbrella of security for the United States and its allies. Our men and women are stationed across the globe, standing watch from the depths of the ocean, on land, in the air, across cyber, and into space. To see the greatness of our country, you only need to look to those who are serving each and every day in this command.*

*The focus of this command remains to deter strategic attack on the United States and its allies. USSTRATCOM stands ready to respond to threats anywhere, anytime across the globe. We acknowledge that we cannot do this alone and must continually work towards enhancing our alliances and partnerships - in all areas. We must ensure the capabilities required for the force of the future accelerate and outpace our adversaries.*

*The command will continue to operate through mission-type orders, where everyone is empowered to move forward with initiative if operating within the left and right limits of this guidance. The command's priorities remain:*

- Above all else, we will provide **Strategic Deterrence**
- If deterrence fails, we are prepared to deliver a **Decisive Response**
- We will do this with a resilient, equipped, and trained **Combat-Ready Force**

*My Vision and Intent reflects a new mission statement, a refined vision, and an intent that is consistent with a new campaign plan. This mission statement and vision clarify our role as a warfighting command and the ultimate guarantor of national and allied security.*

### PEACE IS OUR PROFESSION...

*-- Gen. John E. Hyten  
Commander's Vision & Intent, February 2018*

## CONSIDERATIONS

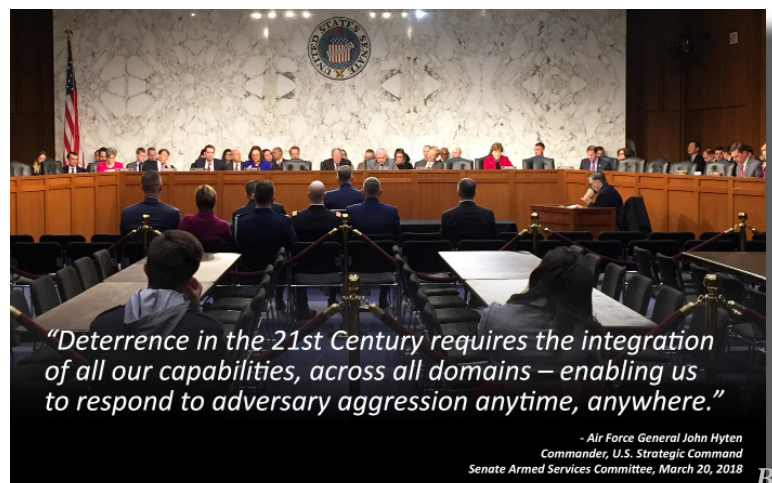
- a. All USSTRATCOM members are communicators. To be effective, they must know and understand the command's mission objectives, vision, priorities, and how they personally contribute to achieving them. Senior leaders across the enterprise are expected to be actively engaged in public communication efforts.
- b. General public and congressional recognition of the impact of USSTRATCOM on national security is needed to garner increased support for strategic capabilities.
- c. Media delivers information in quick, concise packages, with few opportunities for long-form stories. USSTRATCOM's mission is challenging to explain with simplistic terms.
- d. PA routinely coordinates with other information-related capabilities (IRC) to synchronize and deconflict communication activities.



- e. USSTRATCOM is responsible for highly complicated missions, which are often unknown or misunderstood by key audiences and the general public.
- f. USSTRATCOM’s communication strategy will be complemented by components and units proactively communicating accurate and timely information about their activities.
- g. The USSTRATCOM commander delegates the authority to PA to conduct public engagements regarding Unified Command Plan (UCP)-assigned mission areas.
- h. USSTRATCOM PA manages and executes the command’s social media program to capitalize on technologies that present unequalled opportunities to share USSTRATCOM’s story in an authentic, transparent, and rapid manner to build richer, more substantive relationships with audiences not reachable through traditional communication channels.

## GOALS

- a. In support of the USSTRATCOM Commander’s direction, grow the public dialogue on 21st century strategic deterrence.
- b. Increase the American and international publics’ knowledge of and foster support for, USSTRATCOM’s role in national security and of the USSTRATCOM mission, vision, and intent.
- c. Inform national leaders and national security decision makers on the activities of USSTRATCOM missions and needs.
- d. Provide clear guidance to all USSTRATCOM-assigned forces for engaging with the public in communication activities.
- e. Inform the command’s internal audience about communication opportunities and how each individual fits within the USSTRATCOM mission, vision, and intent.
- f. Fully integrate and synchronize the command’s communication efforts with other IRCs to support the USSTRATCOM Commander’s Vision and Intent and mission objectives.
- g. Create better understanding of USSTRATCOM’s highly nuanced missions and operations for key audiences and the general public.
- h. Convey clear, concise themes and messages through a variety of communication mediums to have the greatest impact on targeted audiences.
- i. Broaden USSTRATCOM’s audience through traditional and social media platforms.
- j. Use the Secretary of Defense’s Principles of Information mandate of “maximum disclosure, minimum delay” as a core guiding principle.



# OBJECTIVES

*NOTE: Specific measures and timelines tied to each objective (i.e. SMART details) can be found in the annexes listed at the end of the Communications Strategy.*

- a. Increase Headquarters USSTRATCOM digital and social media reach through robust collaboration and use of digital tools.
- b. Ensure all Headquarters USSTRATCOM and component interactions with media deliver pertinent information that helps create accurate and in-context media articles and grows public dialogue on 21st century strategic deterrence.
- c. To the greatest extent possible, facilitate all appropriate public engagements with USSTRATCOM enterprise flag, general officer, or SES-level participation. Engagement from enterprise members below the flag/SES-level is also highly encouraged.
- d. Develop the USSTRATCOM PA Headquarters' StratWeb page into a resource that informs and educates command personnel about the PA mission and services offered to the enterprise, as well as provide a communications tool kit for USSTRATCOM personnel. Additionally, establish a process for sharing these resources with all USSTRATCOM components.
- e. Develop a baseline for research standards and products to help ensure USSTRATCOM products and messages are delivered to the targeted audiences in the timeline established.
- f. Establish a baseline for public communication analysis and assessment to help enhance the effectiveness of USSTRATCOM and component communication efforts and activities.
- g. Establish a national outreach program that grows public dialogue on 21st century strategic deterrence and gains a better understanding amongst audiences of USSTRATCOM's highly nuanced UCP-assigned missions. Through this program, support the objectives outlined in the annual DoD outreach plan.
- h. To more closely integrate USSTRATCOM PA activities across the enterprise, organize and host a USSTRATCOM component PA conference and routine conference calls to better synchronize USSTRATCOM communication efforts.

# KEY AUDIENCES

*NOTE: This list is not all inclusive.*

## **Internal:**

- USSTRATCOM Headquarters Personnel (military, civilians, and contractors)
- Family members
- USSTRATCOM Components
- Other CCMDs
- Retired general/flag officers and enlisted leaders
- Veterans Service Organizations (VSO)
- Other veterans of USSTRATCOM, components, and historic lineage commands





## External:

- Congress
  - Senate Armed Services Committee
    - Senate Subcommittee on Strategic Forces
  - House Armed Services Committee
    - House Subcommittee on Strategic Forces
  - Senate Appropriations Committee
    - Defense Subcommittee
  - House Appropriations Committee
    - Defense Subcommittee
- Civic/Opinion Leaders
  - Strategic Consultation Committee Members
  - Strategic Advisory Group Members
  - Local municipality and state elected representatives
  - Local chambers of commerce
- Think Tanks
  - For example: International Institute for Strategic Studies; Center for Strategic and International Studies; National Institute of Public Policy; Brookings Institution; The Heritage Foundation; etc.
- Trade Publications
- Media
- Academia
- American Public
  - Generational Considerations:
    - *Baby Boomers (born 1946-1964)*: Think of Strategic Air Command (SAC) when hearing about USSTRATCOM. Views on nuclear weapons influenced by the Cold War, Cuban Missile Crisis, and air raid drills.
    - *Generation X (born 1965-1976)*: Reticent when it comes to nuclear issues. Opinions on nuclear issues influenced by Three Mile Island and Chernobyl, vice nuclear weapons.
    - *Millennials (born 1977-1995)*: Less informed/aware of nuclear weapons/threats. Believe nuclear threats stem from terrorists, not nation-states; and they further believe these are all remote possibilities.
    - *Generation Z (born 1996 and later)*: A majority of Generation Z have used the Internet since a young age, and they are generally comfortable with technology and with interacting on social media. Most are very aware of the threats associated with cyber, but have no association with nuclear weapons or threats.
- Departments, Military Services, and Agencies
  - For example: Department of Energy; Army; Navy; Air Force; National Nuclear Security Agency; etc.
- Allies and Partners
- Adversaries

## KEY THEMES AND MESSAGES

**NOTE:** Within the headquarters, a daily summary of USSTRATCOM news, messages, and communication tactics to help people tell the USSTRATCOM story can be found on the StratWeb PA page. Components and other interested parties should contact USSTRATCOM PA to be included on daily news clips email correspondence. Refer to the DRAFT Joint Staff Globally Integrated Informational Power EXORD for Joint Staff approved narratives regarding the Global Campaign (3.D.3) and 2+3 (3.D.4).

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- a. USSTRATCOM missions are diverse, but are all critical to the security of our nation and our allies. The threats we face today are real and complex -- especially in today's interconnected security environment. We are ready to address these threats today, and we prepare to respond to the threats of the future which are coming at a fast pace.
- b. USSTRATCOM employs tailored nuclear, space, global strike, joint electronic warfare, missile defense, and intelligence capabilities that deter aggression, decisively responds if deterrence fails, assures allies, shapes adversary behavior, defeats terror, and defines the force of the future.
- c. USSTRATCOM is a global warfighting command, setting the conditions across the globe as the ultimate guarantor of national and allied security. Our forces and capabilities underpin and enable all other Joint Force operations. Deterrence requires integrated planning for all capabilities, across all domains.



## 1. Strategic Deterrence

- a. USSTRATCOM operations are ceaseless, deliberate, and enabled by a global command and control structure, Deterrence is an active mission.
- b. Deterrence is a strategy intended to dissuade an adversary from taking an action not yet started. The three fundamentals of deterrence remain the same as in the Cold War: we will impose costs on an adversary that are so unthinkable they won't pursue action, we will deny benefits to an adversary, and we will take action in a credible, communicated way so our adversaries have no doubt.
- c. USSTRATCOM forces are on watch 24/7 around the world operating in all domains, while supporting other commands, and defending the nation and our allies.
- d. To keep the peace, we must be fully prepared to fight the most unthinkable war.
- e. USSTRATCOM provides the critical military foundation that strategically deters any adversary or potential adversaries. If deterrence fails, the nation counts on us to decisively respond.
- f. Innovative joint fighting forces are integrated and synchronized in multiple domains to ensure national security.
- g. Peace is our profession. The threats we face today are as real as they were in the past, but are more complex in today's information age. We must prepare for war to preserve the peace.

- h. The nuclear triad is the backbone of our nation’s deterrence force.
- i. Deterrence is more than nuclear weapons; it requires the integration of all our capabilities.

## **2. Decisive Response**

- a. USSTRATCOM can and will provide a decisive response against any threat, when called upon by national leadership.
- b. If deterrence fails, the nation relies on USSTRATCOM for decisive response. We are ready to defeat any adversary with our nuclear triad, space, electronic warfare, and missile defense capabilities.
- c. We use joint electronic warfare and intelligence to gain the upper hand before a fight, during a fight, and through to the end.
- d. Our forces operate through any environment.

## **3. Combat-Ready Force**

- a. One USSTRATCOM Team – an innovative joint military and civilian team fighting and delivering integrated multi-domain combat effects around the globe, in space, and cyberspace, wherever and whenever needed.
- b. USSTRATCOM prepares to fight every day, around the globe – together with our allies, partners, interagency components, and the Department of Defense.
- c. The nuclear triad, and the associated command and control capabilities, is our top modernization priority. We cannot allow the success of our operations to hinge on single points of failure or other critical capabilities.
- d. USSTRATCOM has the people, processes, and technology to anticipate the needs of our nation and its leaders. We work tirelessly to develop the next generation of professionals and capabilities in order to prevail in future conflicts.
- e. The ultimate strength of USSTRATCOM is the joint and allied soldiers, sailors, airmen, Marines, and civilians who stand watch every day and night, prepared to willingly deploy into harm’s way. We do whatever it takes to care for our people and our families.
- f. USSTRATCOM anticipates and meets warfighting demands through campaign plans, operational plans, and capability development.
- g. Neither strategic deterrence nor decisive response will function without a combat-ready force, which has depth in capacity and breadth in capability. Combat forces undergo constant (and planned) testing and training.
- h. The investment in, and commitment to, our nation’s strategic capabilities must continue, and planned sustainment and modernization activities must be completed on schedule. Any recapitalization program delay will adversely impact the execution of our strategic deterrence mission and degrade our ability – and ultimately our credibility – to deter and assure.
- i. USSTRATCOM’s C2F is a visible reminder to allies and adversaries of our national commitment to maintain modern and effective NC3 capabilities. The facility supports the long-term viability of our strategic deterrent force and will significantly enhance our ability to perform our presidentially assigned missions.



# THE COMMANDER'S THEMES

*These are current as of July 2018. As the themes evolve, they will be disseminated, as appropriate.*

## ***Global Warfighting Command***

We are the ultimate guarantor of national and allied security. Our forces and capabilities underpin and enable all other Joint Force operations.

### ***Pride in the 162K Service Members & Civilians***

I am amazed by the nearly 162,000 men and women supporting the mission, providing an umbrella of security for the United States and its allies. To see the greatness of our country, you only need to look to those who are serving each and every day in this command.

### ***Cold War Deterrence vs. 21st Century Deterrence***

During the Cold War, our nation's strategic deterrence focused primarily on one thing: the use of our nuclear weapons to deter the Soviet Union. Today's security environment is complex, dynamic, and volatile. Strategic deterrence is a whole of government approach and nuclear deterrence is the first element.

### ***Command Philosophy***

The focus of this command remains to deter strategic attack on the United States and its allies. We must continually work toward enhancing our alliances and partnerships. Twenty-first century strategic deterrence is more than just our nuclear capabilities – it is the integration of all our capabilities.

### ***Return to Great Power Competition***

From a warfighter perspective, there is tremendous consistency between the 2018 Nuclear Posture Review (NPR) and its predecessor. The biggest difference, as with the recent National Defense Strategy, is the return to great power competition and a return to threat-based planning.

### ***Threat-based Planning***

Our adversaries are building and operating strategic weapons as a direct threat to the United States. We think about one adversary at a time, but our actions effect all adversaries, all the time.

### ***No War in Space, No War in Cyber – War is with an Adversary***

There is no such thing as war in space; there's just war. I never want to fight a war that goes into space. But if we do, we better figure out how to do it without ruining the environment.

### ***Speed & Innovation***

The pace of change in the strategic environment is rapid and demands that we adapt how we operate in order to stay ahead of evolving threats. If we are not careful, 10 to 20 years from now, our deterrent capabilities will be at significant risk. We can't let that happen.

### ***How to Go Faster: the 'Big 5'***

First, a budget is a critical enabler for everything else. We also need to fix the requirements process and the acquisition process. Additionally, we need a test process that is efficient and moves fast. Finally, our operators need to understand how to take operational risk and be given the opportunity to do so.

### ***Need for International Norms of Behavior in Space***

I support defining international norms of behavior in space to encourage peaceful and safe operations. The U.S. is the world's leader in bringing like-minded, space-faring nations to exercise, train, and eventually operate together in space.

### ***Failure as a Stepping Stone***

We should test things to failure, purposefully, to get the greatest understanding of the physics and engineering characteristics of equipment. Failure is not the same as unsuccessful. Failure teaches much more than a successful test.

### ***A World Without Nuclear Weapons (WWII)***

All you have to do is go back before August of 1945 and you will know exactly what a world without nuclear weapons looks like. Nuclear weapons are created so that nobody will use a nuclear weapon on us. That is the first role of deterrence.



## Internal:

**Commander's Vision and Intent:** The USSTRATCOM commander's core document for outlining the mission, vision, and intent to his subordinate commands and forces. This document outlines the central themes in which all USSTRATCOM messages are to be nested.

**PA Weekly:** The USSTRATCOM PA Weekly email distribution is an internal awareness and alignment tool that provides information to the USSTRATCOM commander, his leadership team, and component PA offices on recent media activity (queries, interview/speech requests and other media-related events), community outreach, a social media snapshot, and public affairs planning efforts in relation to operations, activities, and guidance development.

**PA Talker:** The PA Talker is an internal communication product for the USSTRATCOM commander, his leadership team, and other senior members issued on a bi-weekly basis. The Talker provides Office of the Secretary of Defense, Department of State, and National Security Council-level guidance and talking points that pertain to USSTRATCOM mission areas and key issues.

**USSTRATCOM Quick Looks:** This quarterly PA product is designed to provide talking points on a variety of USSTRATCOM missions and major activities, available to USSTRATCOM spokespeople.

**StratWeb PA page:** This site provides USSTRATCOM Headquarters' internal audience with a place to find current PA information and activities, as well as the daily USSTRATCOM news briefs, internal imagery, social media links, bi-weekly PA Talker, Public Affairs Guidance (PAG) and Quick Looks.

**Headquarters VIBE Project:** The USSTRATCOM Headquarters building includes several – open area – television monitors that continually play command information, to include speeches and videos produced by the command. USSTRATCOM's J7 directorate is the focal point for managing this network of monitors.

**Commander's Calls:** Opportunities for senior leaders across the enterprise to formally address their workforce (military and civilian) and provide relevant information, enhance morale, and build understanding of the Commander's Vision and Intent and better understand the role they play in the USSTRATCOM mission. These events also give the workforce an opportunity to engage leaders with issues and questions that may affect morale and readiness.

## External:

**Senior Leader Speeches, Testimony, and Public Engagements:** PA actively seeks and recommends opportunities for USSTRATCOM's senior leaders to engage in public forums, and provides substantive input on the content of other engagements like congressional testimonies. These engagements support the Commander's Vision and Intent. Senior leaders across the USSTRATCOM enterprise, to include all flag and general officers, and SES-level civilians, are expected to support and participate in external engagements.

**SENIOR LEADERS ACROSS THE USSTRATCOM ENTERPRISE, TO INCLUDE ALL FLAG AND GENERAL OFFICERS, AND SES-LEVEL CIVILIANS, ARE EXPECTED TO SUPPORT AND PARTICIPATE IN EXTERNAL ENGAGEMENTS.**



**Direct Media Engagements:** Due to the nature and breadth of USSTRATCOM’s missions, the media has a keen interest in the command’s activities, equipment, and personnel. PA remains responsive to media requests and looks for opportunities to proactively engage local, regional, national, and international press to further the command’s narrative.

**Key Leader Engagements (KLEs):** KLEs are a critical part of the commander’s operations and can facilitate both public and private communication opportunities. USSTRATCOM’s communication synchronization process help determine how each KLE will be used as a public messaging opportunity to various key publics which may include international audiences.

**Community Outreach:** Fostering and bolstering relationships with key leaders and communities in which USSTRATCOM units reside helps maintain a high state of readiness. USSTRATCOM leaders across the enterprise via Public Affairs, employ full spectrum public outreach programs to increase understanding of this globally focused combatant command’s critical role in 21st century strategic deterrence.

- **Local:** Across the enterprise, USSTRATCOM maintains strong relationships with local communities. Through public outreach programs, the command engages community leaders and influencers to inform, increase awareness, and foster local support for USSTRATCOM’s priorities and missions.
- **National:** It is imperative the command foster strong relationships at the national level. PA’s Public Outreach team pursues nationally focused civic leader interaction to foster strong relationships and broaden the national conversation about 21st century strategic deterrence.

**Fact Sheets:** Publicly available on the USSTRATCOM Headquarters and component websites, fact sheets provide the public with easily accessible and accurate information about the USSTRATCOM enterprise, the mission, the history, the components, the leadership, and the weapon systems that comprise the nation’s strategic deterrent.

## Digital:

**Public website:** Command public-facing websites are the source for official public information. PA will continue to optimize websites as digital newsrooms to inform the public of the USSTRATCOM enterprise, mission, organization, and operations. These sites will contain high-quality imagery, news releases, and facts and figures that support the command’s narrative.

**Official Social Media program:** Social media, as part of the overall USSTRATCOM communication effort, is a PA capability that helps fulfill the command’s obligation to communicate with all publics. Social media offers powerful advantages to the USSTRATCOM communication effort beyond the traditional means: it’s efficient; it’s unmediated; it provides rapid feedback; and it promotes trust.

## ACTIVE USSTRATCOM SOCIAL MEDIA PLATFORMS:



## SPOKESPEOPLE

**PRIMARY:** Commanders of USSTRATCOM and component commands, deputy commanders, senior enlisted leaders, directors/deputies, and public affairs officers/specialists.

**SECONDARY:** USSTRATCOM SMEs, and command personnel enterprise-wide.

## ANNEXES

These Annexes are intended to be used as supplements to the 2018 U.S. Strategic Command Communication Strategy:

- a. [USSTRATCOM Command Information Line of Effort](#)
- b. [USSTRATCOM Media Engagement Line of Effort](#)
- c. [USSTRATCOM Outreach Line of Effort](#)
- d. [USSTRATCOM Website and Social Media Line of Effort](#)
- e. [USSTRATCOM Communication Synchronization and Analysis Line of Effort](#)

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UNITED STATES STRATEGIC COMMAND

# COMMUNICATION STRATEGY

**ANNEX A:**  
**COMMAND  
INFORMATION**  
*LINE OF EFFORT*



OFFICE OF PUBLIC AFFAIRS

*This Annex is a supplement to the 2018 U.S. Strategic Command Communication Strategy*

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## PURPOSE

To outline U.S. Strategic Command (USSTRATCOM) command information (also known as internal information) tactics for communicating Department of Defense (DoD) and USSTRATCOM objectives, priorities, and issues to the internal USSTRATCOM enterprise audience. This line of effort provides an internal communication framework for USSTRATCOM and component (across this global combatant command enterprise) information activities supporting the USSTRATCOM *Commander's Vision and Intent*.

## BACKGROUND

Gen. John E. Hyten, USSTRATCOM commander, updated his *Commander's Vision and Intent* in February 2018 to provide his forces with the parameters in which each member is to execute the USSTRATCOM mission. General Hyten uses his *Commander's Vision and Intent* as the cornerstone of his command information program.

Command information is communication from the commander, and command leadership, to help members understand organizational goals, operations, and significant developments. Public Affairs shares in the responsibility by working day-to-day issues associated with an effective command information program. Command information links leadership with organization members, and it is a Public Affairs mission to create and carry out an innovative, well-rounded, and proactive program. The most successful command information programs are the result of complete integration of PA personnel in all staff planning.

While command information is intended to communicate internally, commanders must recognize that in today's information environment, once information is released it becomes readily available to all publics.

## STRATEGY

All USSTRATCOM communication efforts will support and further the *Commander's Vision and Intent*, which outlines the commander's three priorities, summarized as: Strategic Deterrence, Decisive Response, and a Combat-Ready Force.

To achieve the *Commander's Vision and Intent* and mission objectives, an organization must have well-trained, well-informed and highly motivated people. This creates the need for a reliable mechanism for communicating with the people within the organization and their families.

According to joint doctrine (JP 3-61), command information is one of three functional areas of Public Affairs and is a critical joint force enabler which involves: informing various internal audiences about the participation of military forces in operations; putting joint operations in context; and building informed perceptions about USSTRATCOM missions. The command information program focuses on communicating with service members, civilian employees, contractors, retirees and family members to create awareness of the organization's goals and activities, and informs them of significant developments in order to create effective ambassadors for the organization.

**COMMAND INFORMATION  
IS COMMUNICATION  
FROM THE COMMANDER,  
AND COMMAND  
LEADERSHIP, TO HELP  
MEMBERS UNDERSTAND  
ORGANIZATIONAL  
GOALS, OPERATIONS,  
AND SIGNIFICANT  
DEVELOPMENTS.**



## CONSIDERATIONS AND GOALS

Refer to USSTRATCOM 2018 Public Affairs Communication Strategy for detailed list of considerations and goals.

## OBJECTIVES

- a. By the end of the third quarter 2018, develop USSTRATCOM Public Affairs StratWeb page into a resource that informs and educates command personnel about the PA mission and services offered to the enterprise, as well as provide a communications tool kit for USSTRATCOM personnel. Additionally, establish process for sharing communication resources with all USSTRATCOM components.
- b. To more closely integrate USSTRATCOM PA operations across the headquarters and components, organize and host annual USSTRATCOM component PA conference (by the end of Q3 CY18) and conduct routine conference calls (quarterly) to better synchronize USSTRATCOM enterprise information and operations.
- c. Establish a vetting process (by the end of Q3 CY18) with J76 to ensure Headquarters VIBE Project broadcast messages align with Commander's Vision and Intent and PA communication products.
- d. Coordinate with command SEL to help facilitate USSTRATCOM leadership face-to-face interactions (bi-annually) with command personnel to formally address the workforce (military and civilian) and provide relevant information to enhance understanding of the Commander's Vision and Intent and understand the role they play.
- e. Facilitate workforce feedback (daily/weekly) with appropriate command leadership to enhance command understanding of issues and enhance morale and readiness.



## KEY THEMES AND MESSAGES

**NOTE:** A daily summary of USSTRATCOM news, messages and communication tactics to help people tell the USSTRATCOM story can be found on the StratWeb PA page.

Refer to USSTRATCOM 2018 Public Affairs Communication Strategy for detailed list of key themes and messages.

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## TACTICS

### **Action: Host USSTRATCOM Public Affairs Forum**

**Objective:** Conduct a PA forum to educate and orient USSTRATCOM component senior Public Affairs representatives. USSTRATCOM component PA offices are often limited in capacity and resources, and many are responsible for supporting commands that are dual or triple-hatted. The forum will build component Public Affairs offices' understanding of the larger USSTRATCOM mission and their organization's role in it, and how they can best provide support from a Public Affairs perspective.

**OPR:** Public Affairs

**Projected Date:** Summer 2018, in conjunction with USSTRATCOM Deterrence Symposium

**Evaluation:** Successful execution of conference with full participation from USSTRATCOM component PA offices. Follow-on to this engagement will be a routine USSTRATCOM component PA conference call to continue communication synchronization efforts.

### **Action: USSTRATCOM senior leader engagements with internal audiences (Commanders Calls)**

**Objective:** Coordinate efforts of all USSTRATCOM senior leader public engagements to synchronize and amplify USSTRATCOM communication effects.

**OPR:** Command SEL, Commander's Action Group, and Public Affairs

**Projected Date:** Ongoing

**Evaluation:** Data provided to USSTRATCOM public affairs at regular intervals.

### **Action: Develop systematic process for retrieving relevant USSTRATCOM data and updating standard USSTRATCOM talking points and fact sheets.**

**Objective:** Coordinate efforts with USSTRATCOM J-Dirs and components, to ensure updates to operational data figures, fleet size and age, maintenance figures and cost are provided on a semi-annual basis.

**OPR:** Public Affairs

**Projected Date:** EOY 2018

**Evaluation:** Data provided to USSTRATCOM PA at regular intervals.

### **Action: Update, maintain, and enhance StratWeb PA Page.**

**Objective:** Deliver current communication tools and products to USSTRATCOM personnel through a "Communicator's Toolkit" web page established on SharePoint for access by all USSTRATCOM Public Affairs offices. The toolkit will serve as a clearinghouse for all relevant guidance, talking points, etc. Communication content will allow users to complement other efforts with consistent information and messages and reduce requests to Public Affairs offices. Additionally, users will also find relevant information about PA programs, such as the speaker's bureau and security and policy review.

**OPR:** Public Affairs Plans, Policy and Future Ops

**Projected Date:** Spring 2018

**Evaluation:** Documents uploaded and appropriate access granted.

### **Action: Establish coordination mechanism for VIBE posts with J76.**

**Objective:** Align VIBE broadcast messages with Commander's Vision and Intent and PA communication products.

**OPR:** J76 and Public Affairs

**Projected Date:** Ongoing

**Evaluation:** Regularly scheduled meetings, sampling of messages conforming to *Commander's Vision and Intent*.



**Action: Host USSTRATCOM “Chief Chat”**

**Objective:** Share information with the internal USSTRATCOM audience about the issues affecting the military and civilian force, as well as what is being done to mitigate these challenges. Use this platform to connect the Chief of Staff with members of the command and build trust in the internal communication process.

**OPR:** USSTRATCOM Chief of Staff

**Projected Date:** Ongoing, Monthly

**Evaluation:** The Chief of Staff will determine the effectiveness of the “Chief Chat” tactic.

**Action: Observe and engage with USSTRATCOM members on STRAT Forum**

**Objective:** Monitor the STRAT Forum posts for opportunities to address issues that members of the command are facing. Also, engage with users to correct misinformation or provide immediate solutions when appropriate.

**OPR:** All Command members

**Projected Date:** Ongoing

**Evaluation:** Conduct a survey, or use J7 data, to identify if the STRAT Forum is an effective communication tool.



**NOTE:** A sample Public Affairs Information & Engagement Matrix is located in Annex E: Communication Synchronization and Analysis.



UNITED STATES STRATEGIC COMMAND

# COMMUNICATION STRATEGY

ANNEX B:  
MEDIA  
ENGAGEMENT  
*LINE OF EFFORT*



OFFICE OF PUBLIC AFFAIRS

*This Annex is a supplement to the 2018 U.S. Strategic Command Communication Strategy*

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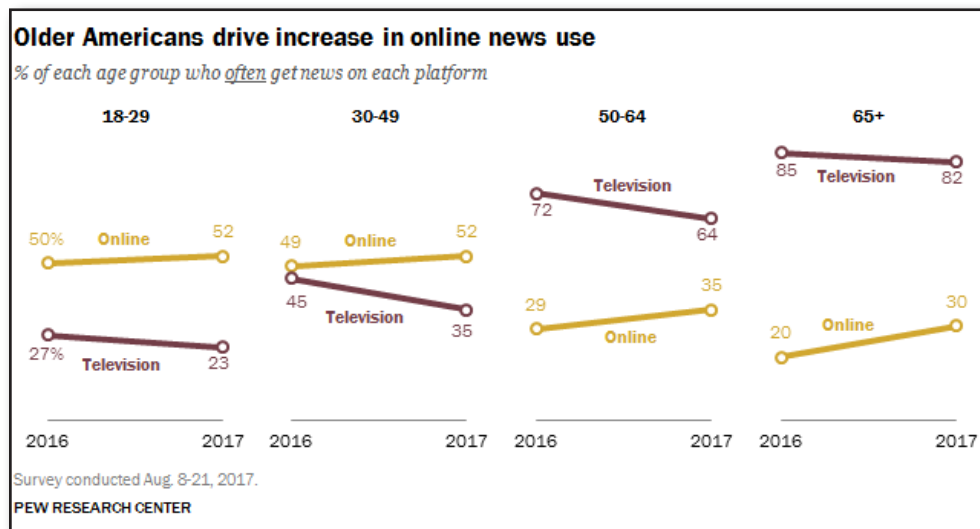
## PURPOSE

To outline U.S. Strategic Command (USSTRATCOM) and component media engagement strategies and tactics for communicating Department of Defense (DoD) and USSTRATCOM priorities and issues to local, national and international audiences. This strategy provides a communication framework for USSTRATCOM's media engagement activities supporting the *Commander's Vision and Intent*.

## BACKGROUND

Today's media landscape is more dynamic and nondescript than at any other time in history due in large part to the internet, social media, and the perpetuation of user-generated content. Traditional journalists are fighting for the same audience as bloggers, vloggers, and anyone with a smart device who has an opinion. Pew research shows that in 2016, nearly 50 percent of Americans ages 18 to 50 received their news through new mediums such as social media. The same research, however, also shows the lines between traditional media and new media are increasingly blurred.

Even so, open and independent reporting remains the principal means of coverage of military operations, and this new media environment creates the need for continuous dialogue between USSTRATCOM, its components, and the media that cover its activities. Engaging with the media today remains one of the most rapid and credible means of delivering the commander's message to a desired audience. What the Pew research also shows is never before have there been so many opportunities or platforms for USSTRATCOM and its components to develop, engage with, and better reach their target audience. Planned and synchronized media operations are essential for achieving PA core competencies of trusted counsel to leaders, morale and readiness, public trust and support, and global influence and deterrence.



## STRATEGY

One fact remains – media coverage shapes public perception of the USSTRATCOM enterprise and the national security environment. USSTRATCOM and component PAs must develop active media relations programs through research, planning, implementation, and evaluation of available media opportunities that further the Commander's Vision and Intent. Elevating media engagement programs will serve to enhance the command's communication with all publics.

A core USSTRATCOM and component PA mission is to provide timely, accurate, and truthful flow of information to local, national, and international publics. The use of mass media is a primary means of disseminating information, and is often the most rapid and credible means. All USSTRATCOM commanders should work with their Public Affairs teams to take an active posture and build and maintain key relationships between their units and the media. These relationships have proven to support accomplishment of commanders' objectives, to establish trust with the media and the public, and to reduce misinformation to the public and command personnel. USSTRATCOM and component commanders should prepare for potential media interest in all command programs, plans, and actions.

All USSTRATCOM and component communication efforts will support and further the *Commander's Vision and Intent*, which outlines three priorities, summarized as: **Strategic Deterrence, Decisive Response, and a Combat-Ready Force.**

## CONSIDERATIONS AND GOALS

Refer to USSTRATCOM 2018 Public Affairs Communication Strategy for detailed list of considerations and goals.

## OBJECTIVES

- a. By October 2018, create a comprehensive and synchronized media engagement matrix that outlines known, planned, or recommended USSTRATCOM or component GO/FO/SES public engagements during FY19.
- b. Synchronize applicable messages with USSTRATCOM and component operations to further public understanding of USSTRATCOM and component missions during CY18. Ensure Headquarters USSTRATCOM and component engagements with media deliver pertinent information that facilitates accuracy in media articles and grows public dialogue on 21st century strategic deterrence.
- c. Maximize public communication through the use and synchronization of social media during traditional media engagements in CY18.
- d. Increase public understanding and awareness of USSTRATCOM and component missions through monthly planned media engagements.



- e. Increase media engagement through an established routine media engagement process for senior leaders by the end of Q3 2018 throughout the variety of identified tactics.
- f. Research media engagement opportunities for USSTRATCOM and component senior leaders during every speech/conference/symposium in which he or she attends or is a featured speaker.
- g. USSTRATCOM and component senior leaders conduct visits to Defense Press Operations (DPO) to build relationships with Pentagon Press Corps when at the Pentagon.
- h. When appropriate and within OPSEC bounds, create and disseminate a public press release (that includes imagery) for each USSTRATCOM or component mission or operation that amplifies the *Commander's Vision and Intent*.
- i. Establish a standard operating procedure in 2018 that a Public Affairs representative be on site and available to engage with media following USSTRATCOM or component senior leader speaking engagement at events, conferences, or symposia as appropriate.
- j. Establish a comprehensive pool of media trained senior leaders (by end of CY18) available to engage with the media on USSTRATCOM enterprise-related topics.
- k. Quickly and accurately respond to media queries in an appropriate agreed-upon timeframe (during CY18).

## RESPONSIBILITIES

- a. The USSTRATCOM chief of Public Affairs is the coordination authority for all USSTRATCOM enterprise media, social media, and community engagement activities with local, national, or international implications.
- b. Component commanders and component PAs are responsible for releasing information within their purview. All material proposed for public release will be approved by the component commander or an authorized Public Affairs representative.
- c. All military and civilian personnel must comply with the SECDEF's Principles of Information mandate of "maximum disclosure, minimum delay" by providing commanders and PA staffs with timely and accurate information to enable a continuous flow of information to the public.
- d. Commanders should inform Public Affairs about all significant classified and unclassified operational, programmatic, and administrative issues that may affect the USSTRATCOM enterprise.
- e. Commanders must ensure unfavorable information is not classified or withheld to avoid criticism of USSTRATCOM or a component.

## KEY THEMES AND MESSAGES

**NOTE:** A daily summary of USSTRATCOM news, messages and communication tactics to help people tell the USSTRATCOM story can be found on the Public Affairs StratWeb page.

Refer to USSTRATCOM 2018 Public Affairs Communication Strategy for detailed list of key themes and messages.





# TACTICS

## Media Engagement Channels

- a. Direct media engagement (*on-the-record or on-background interview with television, radio, print, or social media*)
- b. Forums/Symposia
- c. Press/News Conference
- d. News release
- e. Press gaggle (*informal, on-the-record press briefing to discuss any number of USSTRATCOM-related topic areas. Videography or photography is not allowed.*)
- f. Backgrounder (*any engagement conducted without attribution for the sole purpose of educating the media on a particular topic. This type of engagement can result in an on-the-record query for similar information.*)
- g. Media embed (*media representative(s) accompany senior leader (with Public Affairs reps) on various operations, activities, or trips/visits.*)
- h. Media query response

**Action: Create comprehensive media engagement matrix.**

**Objective:** Outline every known, planned, or recommended media engagement and synchronize the engagement with the themes and messages outlined in the 2018 Public Affairs Communication Strategy. This matrix will also identify the appropriate SME who will best deliver the synchronized message.

**OPR:** Public Affairs

**Projected Date:** June 2018

**Evaluation:** Data provided to USSTRATCOM public affairs following each engagement.

**Action: Host at least one media roundtable during the Deterrence and Assurance Symposium.**

**Objective:** Senior USSTRATCOM leader, and other symposium speakers, engage with media attending the symposium for 30-minute Q&A sessions to further amplify topics discussed.

**OPR:** Public Affairs

**Projected Date:** Summer 2018

**Evaluation:** Results in increased and accurate coverage of USSTRATCOM and components mission.

**Action: Host biannual media teleconference (on background) with the USSTRATCOM PAO and the Pentagon Press Corps.**

**Objective:** Update and educate media on ongoing USSTRATCOM enterprise mission-related topics.

**OPR:** Public Affairs

**Projected Date:** January and July

**Evaluation:** Results in increased and accurate coverage of USSTRATCOM and components mission.

**Action: Host biannual (one local and one national) media days at USSTRATCOM headquarters and other component locations.**

**Objective:** Engage media members (both local and national) to educate them about USSTRATCOM and component missions and operations.

**OPR:** Public Affairs

**Projected Date:** April (local media) and October (national media)

**Evaluation:** Results in increased and accurate coverage of USSTRATCOM and components mission.



**Action: Commander USSTRATCOM conducts biannual on-the-record and in-person Pentagon Press Corps/NCR media engagement (press briefing, Defense Writer’s Group, etc.)**

**Objective:** Amplify or clarify information communicated during testimony (Spring) and provide a State of USSTRATCOM update (Fall).

**OPR:** Public Affairs

**Projected Date:** April and October

**Evaluation:** Results in increased and accurate coverage of USSTRATCOM and components mission.

**Action: Create comprehensive media training program for USSTRATCOM or component SMEs who engage with media. Schedule SME training with interview pitch/opportunity in mind.**

**Objective:** Inform and train the SME on how to best engage with the media. Also helps synchronize the message. All O-6s and above are encouraged to receive training.

**OPR:** Public Affairs

**Projected Date:** Ongoing

**Evaluation:** Results in increased number of trained spokespeople and more accurate coverage of USSTRATCOM and components mission.

**Action: Create and disseminate public press release(s) (when appropriate) on USSTRATCOM enterprise mission-related topic.**

**Objective:** Inform the public and media about ongoing USSTRATCOM and component-related missions or operations.

**OPR:** Public Affairs

**Projected Date:** Ongoing

**Evaluation:** Results in increased and accurate coverage of USSTRATCOM and components mission.

*NOTE: A sample Public Affairs Information & Engagement Matrix is located in Annex E: Communication Synchronization and Analysis.*





UNITED STATES STRATEGIC COMMAND

# COMMUNICATION STRATEGY

ANNEX C:  
OUTREACH

*LINE OF EFFORT*



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*This Annex is a supplement to the 2018 U.S. Strategic Command Communication Strategy* [TOC](#)

## PURPOSE

To outline U.S. Strategic Command (USSTRATCOM) and component outreach strategies and tactics for communicating Department of Defense (DoD) and USSTRATCOM priorities and issues to local, national and international audiences. This strategy provides a communication framework for USSTRATCOM's outreach activities supporting the *Commander's Vision and Intent*.

## BACKGROUND

### WHY OUTREACH?

*Community outreach at home and abroad is a critical department priority. It is a vital component of the department's communication effort. Our community outreach engagements will showcase the strength and capabilities of our military and demonstrate how we are adapting to meet current and future security and humanitarian challenges.*

-- Dana W. White  
ATSD for Public Affairs, Oct. 11, 2017

Viewing communication as a social process of dialogue and interaction among people versus a technical process of delivering a message to a specific audience, the PA team proactively facilitates communication with Americans (including key leaders), locally and nationally. The PAO uses research and communication theory to identify and segment publics, and to develop creative communication plans and outreach programs tailored to them.

Public communication focuses on internal and external publics and stakeholders. Local and national outreach activities include in-person activities such as tours, distinguished visitor embarks, interviews, town hall meetings, speaking engagements, band concerts, and in-person conversations, along with interactions facilitated using technology such as voice phone calls, e-mails, video conferencing, and social media platforms.

## STRATEGY

Community and public outreach engagement is a crucial activity that reinforces trust and confidence in USSTRATCOM and its components. Proactive community outreach ensures the command connects with the American people and partner nations to inspire the best and most qualified candidates to serve; support the command's mission, vision, and priorities; support the men and women of the enterprise; and ultimately transition our military families back into communities ready to support them through education, employment, and wellness initiatives. These proactive engagements support and further the command's narrative, which is nested under the commander's three priorities, summarized as: Strategic Deterrence, Decisive Response, and A Combat-Ready Force.

Local and national outreach encompasses activities of interest to the general public, businesses, academia, veterans, service organizations, military-related associations, and other non-news media entities. Effective engagement builds an informed public that is more inclined to support military operations and less susceptible to the effects of adversary misinformation or inaccurate information in the public sphere; increases American and international publics' knowledge and fosters support for USSTRATCOM's role in national security and of the USSTRATCOM mission, vision and intent; and ensures the American people understand and fully value their military by showcasing how its innovativeness, resilience, and missions are relevant to Americans' personal lives, our nation's prosperity, and a secure future for generations to come.

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## CONSIDERATIONS AND GOALS

Refer to USSTRATCOM 2018 Public Affairs Communication Strategy for detailed list of considerations and goals.

## OBJECTIVES

- a. In CY18, establish baseline for local and national understanding of USSTRATCOM’s mission(s), and role and importance in national security.
- b. In FY19, execute a nationally-focused civic leader interaction to broaden the national conversation about 21st century strategic deterrence.
- c. In CY18, reconstitute an effective USSTRATCOM tours program to increase awareness of how the command’s combat-ready force contributes to national defense.
- d. Throughout CY18, expand public reach through aggressive collaboration and use of media and social media tools, and ensure all engagements provide USSTRATCOM the opportunity to deliver pertinent information that helps create measureable understanding of the USSTRATCOM mission.
- e. Throughout CY18, communicate and expand the command’s academic alliance program to grow interest amongst our nation’s youth – particularly in the STEM academic areas.
- f. Establish budget requirement for FY19 to successfully execute USSTRATCOM Outreach activities.



## KEY THEMES AND MESSAGES

*Note: A daily summary of USSTRATCOM news, messages and communication tactics to help people tell the USSTRATCOM story can be found on the StratWeb PA page.*

Refer to USSTRATCOM 2018 Public Affairs Communication Strategy for detailed list of key themes and messages.

## RESPONSIBILITIES

- a. When considering command-initiated community outreach activities or reviewing external requests for USSTRATCOM participation in events, Public Affairs will determine appropriateness before approving participation. Participation must be acceptable in scope, type, and resources involved. Participation is limited to dignified activities that conform to the letter and spirit of all instructions and references.
- b. Commanders and spokespersons shall avoid support that might result in or create the appearance of using a USSTRATCOM position for private gain, treating any person or organization preferentially (i.e., selective benefit), impairing USSTRATCOM efficiency or economy (mission interference), or violate fiscal law, losing complete independence or impartiality, circumventing official channels or causing loss of public confidence in USSTRATCOM integrity.
- c. As a matter of law, the U.S. Armed Forces must refrain from any activity or association that could be interpreted as linking the services with political causes, candidates or organizations. Involvement in partisan political activity is restricted for both military and civilian DoD members.
- d. Funding: USSTRATCOM and its components will make every effort to participate in programs and events within programmed budgets. Participation requiring additional cost to the government should be avoided unless considered in the best interest of the enterprise. The PA staff may require specialized contracting support and funding to facilitate USSTRATCOM and component outreach activities.

## TACTICS

**LOCAL:** *Across the enterprise, USSTRATCOM maintains strong relationships with local communities. Through this program, the command engages community leaders and influencers to inform, increase awareness, and foster support for USSTRATCOM's priorities and missions.*

**Leadership engagements with civic leaders:** Through engaging and educating non-media groups and organizations, and leadership engagement with civic leaders, USSTRATCOM leaders have an opportunity to discuss the principles that define and unite us while building strong relationships within the local communities.

**USSTRATCOM Speakers Bureau:** The mission of the Speakers Bureau Program is to assist with public trust by fostering an understanding and appreciation for the role and mission of USSTRATCOM and its people, by conducting public speaking engagements on a regular basis, often by invitation from local and national civic organizations. The program is designed to strengthen the connection between the command and communities around the country. Through volunteer interaction with the public, USSTRATCOM presents itself as neighbors. Although most speakers are generally senior officers and enlisted leaders, civilians and junior personnel also conduct speaking engagements.



**USSTRATCOM tour program:** Demonstrating personnel and facility capabilities to community influencers. This awareness program hosts key individuals from the local area at USSTRATCOM headquarters who return to their communities with a better understanding of the command, its missions, and value to the region.

**Offutt AFB Open House:** The annual Offutt Air Show/Open House is an opportunity to share with community members a demonstration of military power through air and ground displays. The Air Force's 55th Wing is the host unit for Offutt's open house and air show. USSTRATCOM will partner and support the 55th Wing's overall plan.

**Senior leader attendance at various organizations and events:** Through speaking opportunities, honorary membership in organizations and attendance at community dinners, staff members build strong relationships within the local communities.

**Joint service color guard:** The joint service color guard is a ceremonial unit that performs on behalf of the USSTRATCOM commander. The unit is composed of highly-motivated men and women volunteers from USSTRATCOM's Army, Marines, Navy, and Air Force components. They perform as part of this unit, in addition to their regular military duties, often at night and on weekends. The unit is stationed at Offutt Air Force Base, Nebraska. Serving as "guardians of the colors," they post, present, and parade the national, service and command flags at public and private ceremonies. The team performs sword cordon details for military weddings, as well as a solemn tribute to Prisoners of War and those Missing In Action. The unit performs at approximately 75 events per year on Offutt Air Force Base and throughout the local area.

**Support at local/regional sporting events:** Leverage entertainment media to showcase the military to recruiting age public and key influencers by attendance at and participation in pre-game activities.

**Omaha Trophy presentations:** The citizens of Omaha, through the Strategic Command Consultation (SCC) committee, present trophies to USSTRATCOM's best Global Operations; Intercontinental Ballistic Missile Operations; Submarine Ballistic Missile Operations; Strategic Bomber Operations; and Strategic Aircraft Operations units. The five traveling trophies are presented annually to winning units at their location by command leadership, with an attending SCC member when possible. Annual presentations normally take place in the spring.



**Omaha Executive Institute:** The OEI is a program offered by the Greater Omaha Chamber of Commerce exclusively for senior level executives and their spouses who are new to their positions and/or new to the community. The program explores the issues, challenges and opportunities of Greater Omaha. Traditionally, the final seminar is held in the April-May timeframe (due to weather) at Offutt and includes a social hour (routinely held at the Command representative's quarters or Quarters 13), a tour of the Command where they receive the Command Brief, tours of the GOC and Battledeck, a tour of either the NAOC or ABNCP (if available) and concludes with dinner at Quarters 13.

**Traveling Command Information Booth:** The Command Information Booth (CIB) is a mobile display that visually highlights USSTRATCOM's mission areas. It is used to inform event participants about the command. Funding is required for travel, maintenance, and routine visual updates to the CIB.

**Omaha Eppley Airfield USSTRATCOM Photo Display:** This display at Omaha's airport greets visitors to the metro area with imagery of USSTRATCOM's mission and its people. It is used to help educate the general public in the terminal who may not be aware of USSTRATCOM's presence in the area.

**USSTRATCOM High School engagement:** Recognizing local students is a positive way to nurture an enduring relationship with the community. At the high school level, school staff will get the opportunity to nominate students who excel in areas related to STEM (Science, Technology, Engineering and Math), then each spring, school staff will communicate the names of winners to USSTRATCOM. This program will be adapted for collegiate-level recognition.



**NATIONAL:** *It is imperative that the command continues to foster strong relationships at the national level. PA's Public Outreach team continues to pursue nationally focused civic leader interaction to broaden the national conversation about 21st Century Strategic Deterrence.*

**Senior Leader Speeches, Testimony and Public Engagements:** Public Affairs actively seeks and recommends opportunities for USSTRATCOM's senior leaders to engage in public forums. These engagements must further the command's narrative and support the Commander's mission, vision and intent. The legislative effort is led by USSTRATCOM's Commander's Action Group (CAG) and Legislative Liaison (J82).





**USSTRATCOM Civic Leader Program/Tour:** A USSTRATCOM program comprised of key influencers and community leaders from around the country to participate and engage in various outreach efforts, focusing on visits to command-affiliated installations throughout the nuclear enterprise.

**Targeted Senior Leader Engagements (private):** This expanded approach to senior leader outreach will focus on two-way engagement with subject matter experts to broaden access to research and data that pertain to the nuclear enterprise. Efforts should be directed at engagements with think tanks, academia and industry leaders. The traditional KLE (key leader engagement) model may be incorporated into this type of engagement in order to build enduring relationships with stakeholders and leaders of organizations connected to the USSTRATCOM mission.

**Targeted USSTRATCOM Member Engagements (public):** USSTRATCOM enterprise members (at all levels) take advantage of OSD Media and Entertainment Liaison activities through participation in public engagement activities such as morning talk shows and media panels communicating USSTRATCOM's mission, vision, and priorities to a broad national audience.

**Joint Civilian Orientation Conference (JCOC):** The JCOC program is the oldest and most prestigious public liaison program in the DoD and is the Secretary of Defense's flagship outreach program. Around 40 business and community leaders are annually selected as guests of the SECDEF to attend briefings by senior military and civilian officials at the Pentagon, and then embark on a weeklong journey to U.S. military installations.

**USSTRATCOM Deterrence Symposium:** USSTRATCOM hosts this annual international deterrence symposium to discuss and promote increased collaboration of 21st century strategic deterrence issues among industry, military, governmental, international and academic experts.

**Deterrence Writing Award:** The General Larry D. Welch Deterrence Writing Award is an annual award sponsored by USSTRATCOM. It recognizes the most outstanding paper in the field of deterrence studies and is designed to encourage critical thinking on the theory and application of strategic deterrence. The call for papers goes to service war colleges, military academies and civilian academic institutions. The Strategic Command Consultation (SCC) committee has a tradition of presenting a \$500 honorarium to be divided among the winners. When available, SCC members participate (with the USSTRATCOM commander) in the award presentation that takes place during the annual USSTRATCOM Deterrence Symposium.

**Deterrence and Assurance Academic Alliance:** USSTRATCOM's Deterrence and Assurance Academic Alliance provides a forum to develop a community of interest focused on the themes of national security, deterrence and assurance, leverage expertise and research on the concepts and practice of deterrence and assurance, and encourage development of deterrence professionals in order to meet the nation's need for future generations of leaders to address these challenges.

**STRAT Days:** This event will take USSTRATCOM "on the road" in order to inform various publics on the missions of USSTRATCOM. A STRAT Days event synchronizes multiple events in a strategically selected city with targeted messaging opportunities. For instance, a senior leader participates in a morning talk show while other enterprise members engage at other venues across the area. The individual opportunities are synchronized in time and message to increase the exposure given to the USSTRATCOM enterprise. Other supporting events include visits to and meetings with local government officials, academics, industry leaders, civic groups, and media outlets. Adequate resources (both in manpower and materiel) are necessary and must be allocated within the enterprise for planning and execution of the overall event.



## SURVEYS AND ANALYSIS

- Local and national surveys assist PA to gain awareness of and establish a baseline for the American public's understanding of USSTRATCOM's UCP-assigned missions, its vision and priorities, and its importance and place in national security.
- Outreach analysis or assessment of tactical PA products and activities using various open sources, in combination with intelligence information collection sources, can provide updates to the information environment assessment.

**NOTE:** A sample Public Affairs Information & Engagement Matrix is located in Annex E: Communication Synchronization and Analysis.





UNITED STATES STRATEGIC COMMAND

# COMMUNICATION STRATEGY

## ANNEX D: WEBSITE AND SOCIAL MEDIA

*LINE OF EFFORT*



OFFICE OF PUBLIC AFFAIRS

*This Annex is a supplement to the 2018 U.S. Strategic Command Communication Strategy*

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## PURPOSE

To outline U.S. Strategic Command (USSTRATCOM) public website and social media strategies and tactics for communicating Department of Defense (DoD) and USSTRATCOM priorities and issues to internal and external audiences. This strategy provides a website and social media communication framework for USSTRATCOM and subordinate elements (across this global combatant command enterprise) information activities supporting the USSTRATCOM *Commander's Vision and Intent*.

## BACKGROUND

A 2016 Pew Research Center survey shows that 38 percent of adults (18 years and older) get a majority of their news through online and social media sources. That number increases as the age of the recipient decreases (65+, 20 percent; 50-64, 29 percent, 30-49, 49 percent; 18-29, 50 percent). Corresponding analysis shows that 76 percent of military members surveyed feel social media is an effective way to hear about command news and events.

USSTRATCOM's public headquarters website and social media programs include a variety of platforms through which people, enabled by digital communication technologies, connect with one another to create content, share information, and engage in conversations. While specific mediums, platforms, and technologies may change over time, the overall trend of people connecting with one another enabled by technology only increases. The way people get information has changed, and their desire to have real conversations with individuals, businesses, organizations, and government has increased.

The USSTRATCOM headquarters uses the official website ([www.stratcom.mil](http://www.stratcom.mil)) and several social media platforms to communicate command priorities with its target audiences, which includes civilians, veterans, active duty personnel, family members, media and experts, and national leadership. Content is curated from across the global combatant command and throughout the national and international external audience. Recent data analysis of the official website and social media shows significant increase in the audience reached for USSTRATCOM's digital communication presence (compared to 2012-2016 data sampling). Between 2016 and 2017, USSTRATCOM garnered a combined organic reach of more than 13 million users, and significantly increased its presence globally as compared to the previous 10 years.

## STRATEGY

According to joint doctrine (JP 3-61), Public Affairs is the principal spokesperson, senior PA advisor, and primary coordinator for communication integration and alignment for the CCMD. It is imperative Public Affairs communicates accurate, timely, and meaningful information that puts joint operations in context and facilitates informed perceptions about USSTRATCOM missions. All USSTRATCOM communication efforts will support and further the commander's mission, vision, and intent, which outline the commander's three priorities, summarized as: **Strategic Deterrence, Decisive Response, and A Combat-Ready Force.**

DoD directives identify information as a strategic asset to the department. It must be safeguarded, appropriately secured and shared, and made available to authorized DoD personnel and mission partners to the maximum extent allowed by law, DoD policy, and mission requirements, throughout the information life cycle. Managing and posting content to a command or organization's public website or social media site is a PA function.



## Website:

USSTRATCOM's flagship public website (www.stratcom.mil) helps the commander keep the general public informed with command news and information. Only information cleared for public release by the USSTRATCOM commander, or his designated representative (the Public Affairs Officer), in accordance with DoD instruction and other DoD-associated policies and instructions, can be posted to public sites.

**“INFORMATION IS SUCH A POWERFUL TOOL THAT IT IS RECOGNIZED AS AN INSTRUMENT OF NATIONAL POWER...AND THE FAR-REACHING IMPACT OF SOCIAL MEDIA HAS DRAMATICALLY IMPACTED OPERATIONS AND CHANGED THE CHARACTER OF MODERN WARFARE.”**

*-SECRETARY OF DEFENSE JAMES MATTIS*

## Social Media:

a. Social media, as part of USSTRATCOM's overall communication effort, is a PA function that helps fulfill the command's obligation to publicly communicate with global audiences, according to JP 3-61. Social media offers powerful advantages to the USSTRATCOM commander beyond traditional means of communicating:

- ***It is efficient.*** Anything communicated in social media is sent instantly and available anywhere in the world for access. Additionally, social media can fill the gap when other means of communication (government networks, message traffic, and e-mails) are less accessible due to travel, weather, base closures, and disasters.
- ***It is unfiltered.*** There is no gatekeeper, meaning the message will appear to any audience who may access it. Social media users must keep in mind that messages might be misinterpreted more frequently due to the inability to convey tone of voice and body language. Consequently, attempts to minimize the possibility of misunderstanding must be made before posting.
- ***It provides feedback.*** Social media provides actionable feedback and direct connection to the commander and senior leaders.
- ***It promotes trust and credibility.*** Responsively exchanging information builds a relationship, and in return trust and credibility, with an audience. By listening, sharing, and engaging with others in social media, USSTRATCOM has the unique opportunity to assume a leading role in discussions about relevant issues regarding the command.

b. Social media enables two-way communication with internal and external audiences, and allows connection with real and virtual communities.

c. To effectively reach stakeholders, USSTRATCOM and its components must use the same communication channels as those stakeholders. Social media and other technologies present unequalled opportunities for USSTRATCOM to share its story in an authentic, transparent, and rapid manner while building richer, more substantive relationships with audiences not reachable through traditional communication channels.

d. The use of social media also presents challenges. To be effective, keeping these platforms current and accurate requires adequate human resources and dedicated time and effort. However, if USSTRATCOM does not participate in social media, conversations about the enterprise will still take place, only without the USSTRATCOM perspective.



## CONSIDERATIONS AND GOALS

Refer to USSTRATCOM 2018 Public Affairs Communication Strategy for detailed list of considerations and goals.

## OBJECTIVES

- a. Increase community engagement on all USSTRATCOM Headquarters social media platforms by an average of 15 percent by the end of CY18.
- b. Increase Twitter follower audience to more than 100,000 by the end of CY18.
- c. Increase weekly visits to the USSTRATCOM Headquarters' public website to more than 25,000 by the end of CY18.
- d. Accomplish a weekly Facebook average of profiles reached to more than 50,000 during CY18.
- e. Seek new social media tools and create opportunities to expand USSTRATCOM's communication reach. When timing is appropriate, activate LinkedIn, Instagram, and Snapchat accounts to expand USSTRATCOM's social media presence.
- f. Activate a social media dashboard (Hootsuite) account by the end of Q3 CY18; better synchronizing social media engagement and analysis.
- g. Proactively monitor, identify, and remove bad actors or bad content, and mitigate risk (daily) on all sites, to include command leadership's personal social media sites. Encourage creation of verified social media pages by senior leaders.
- h. Create weekly social media engagement schedule/matrix by the end of Q3 CY18 that accounts for routinely scheduled public posts (Twitter, Facebook, LinkedIn, etc.), and flexibility for as-needed posts that ultimately connect the audience to USSTRATCOM's mission, vision, and intent. (For example, USSTRATCOM currently subscribes to an SOP of two daily Twitter posts, one daily Facebook post, and one weekly LinkedIn post.)
- i. Create a weekly website engagement schedule that accounts for the full spectrum of USSTRATCOM's mission areas and leadership activities, and accounts for routine weekly engagements and flexibility for late-breaking posts.



## KEY THEMES AND MESSAGES

**NOTE:** A daily summary of USSTRATCOM news, messages and communication tactics to help people tell the USSTRATCOM story can be found on the Public Affairs StratWeb page.

Refer to USSTRATCOM 2018 Public Affairs Communication Strategy for detailed list of key themes and messages.

## CHANNELS

- a. Public Website: (www.stratcom.mil): The command's public face for USSTRATCOM and the source for all official public information. Public Affairs will continue to optimize this anchor site as a digital newsroom while also using the platform to clearly inform the public and key audiences of USSTRATCOM's mission, its organization, and operations. The site will contain high-quality imagery, news releases, fact sheets, and figures that support the command's narrative.
- b. Official Social Media program: To effectively reach all the stakeholders in our broad target audiences, USSTRATCOM must use the varied communication channels those stakeholders use. Social media and other technologies present unequaled opportunity to share the command's story in an authentic, transparent, and rapid manner while building richer, more substantive relationships with audiences not reachable through traditional communication channels. Social media, as part of the overall USSTRATCOM communication effort, is a PA function that helps fulfill the command's obligation to communicate with all publics. Social media offers some powerful advantages to the USSTRATCOM communication effort beyond the traditional means: it's efficient, it's unfiltered, it provides feedback, and it promotes trust.

### ACTIVE USSTRATCOM SOCIAL MEDIA PLATFORMS:



The typical audience for the USSTRATCOM Facebook page is the general public. The focus of effort will be on visually engaging content and a different platform to publish articles on USSTRATCOM operations and personnel through the "Notes" feature. Facebook Live stream when applicable and appropriate. General tone for posting to the page will be professional, conversational, and engaging.



The typical audience for the USSTRATCOM Twitter page consists of media, academics, detractors, and the general public. The focus of effort will be on breaking events, amplifying key points from USSTRATCOM leadership speeches, engagements, and continuing discussions on 21st century strategic deterrence. Twitter Live stream when applicable and appropriate. General tone for posting to the page will be professional and no-nonsense.



The USSTRATCOM Flickr page serves as the repository for high-resolution imagery of the command's operations and activities. This will be used as the focal point for media and the general public to download and use higher quality imagery than can be pulled from Facebook and Twitter pages.



USSTRATCOM uses the YouTube as a repository for its video products. Audience members can view speeches, testimonies, and video features on USSTRATCOM missions and operations.

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The focus of the USSTRATCOM LinkedIn page is developing and promoting professional efforts to increase the discussion on strategic deterrence. Work with the J76 to populate the page with opportunities and information on professional development and advancement programs (i.e. STRAT Fellows, etc.). Work with J55 and the Academic Alliance to focus part of our page on the development of thought leaders on strategic deterrence and other mission areas.

#### POTENTIAL USSTRATCOM SOCIAL MEDIA PLATFORMS FOR GROWTH/CREATION:



## GENERAL GUIDELINES AND INDUSTRY BEST PRACTICES

- a. All posts will have a photo, video, infographic or other visual element. Visual elements are easy for our followers to share and don't require being part of a larger story or message.
  - Photos generate 2-3 times more traffic than articles – biggest draw.
  - Articles without associated photo are 75 percent less likely to be viewed than those that have photos.
  - Conversational leads generate more interaction and push content further than article leads.
- b. Research when target audience is online and schedule posts to align with their schedule. NOTE: 50 percent of Americans live in the Eastern Time Zone, and 80 percent live in the Eastern and Central Time Zones combined.
- c. Status updates should be no more than two to three sentences long. Anything longer than that generally loses the users' interest. Ideally, make a compelling point quickly in your status update.
- d. Tag other pages as much as possible when posting content. This develops a relationship with the other pages and encourages them to share your content, which will increase overall reach and performance metrics. Before special events, research tags/applicable pages in advance and create a list for the social media content lead.
- e. Create recurring products that give reason to tune in on a certain day (i.e. Moto Monday, Throw-back Thursday, etc.)
- f. 2-6 social media posts per day is common among major news outlets. (varies by platform/outlet)
- g. Engage in a timely manner
  - Make it a 2-way conversation
  - Professional, yet personable
- h. Tie every post or engagement to USSTRATCOM mission, vision, and priorities
  - Be consistent
- i. Tag verified pages always. Find ways to ride trending hashtags, where appropriate.
- j. All posts should include additional social media elements (highly visual images or video, hashtags, digit, quote, etc.)







- k. Retweet/repost pertinent component, DoD, Joint Staff, services, and interagency material judiciously.
  - Be careful when amplifying posts from media and/or general public. Must be aware of other atmospherics that detract from USSTRATCOM standards, mission, vision and priorities. For instance, in 2017, @DeptofDefense (DoD's official Twitter handle) posted a feature story about a refugee from the Middle East who joined the U.S. military to serve the country in which he now lives. The story was posted on the same day the POTUS signed a travel ban that included this individual's home country. Media picked up on this and sighted it as an example of where the POTUS and military are at odds. In actuality, it reflected a lack of awareness and communication alignment.
  
- l. Be proactive, not reactive
  - Military holidays and events happen every year at the same time. There is no reason to be caught flat-footed. USSTRATCOM and component campaigns around Memorial Day, VE Day, Flag Day, AFGSC Challenge, etc., are all great examples that should be replicated in the future. (Refer to long-range "Big Rocks" calendar and the command's Master Activities Planner for more complete list of recurring events)
  - Research upcoming engagements and events to plan, draft, and schedule posts to promote the engagement and preview the planned messaging.
  
- m. Look for opportunities to engage, share, or collaborate social media activity with guests attending the event.
  - A list of moderators and panel members are commonly provided before the event, providing an opportunity to research and synchronize through their social media presence. Use this chance to either connect messaging with the other organization to extend audience reach, or follow activity for opportunities to engage with RTs or replies to insert your presence into the conversation.
  
- n. Use Facebook at least a couple times to push messaging before, during, and after the event.
  - Do not link Facebook posts to Tweets as there is a decrease on average of 19 percent engagement when this occurs.
  - Allow content to run its natural life cycle before posting additional content.
  - Tweets average an 18-minute life cycle while Facebook posts average 90 minutes.



# TACTICS

Headquarters USSTRATCOM PA should refer to their internal standard operating procedures (SOP) for the day-to-day management and tactical operations of their website and social media products. USSTRATCOM components are encouraged to create their own SOP using the USSTRATCOM Communication Strategy and this annex as a guide.

**Current USSTRATCOM focus areas for social media coverage.** *NOTE: Refer to USSTRATCOM PA long-range “Big Rocks” schedule and events calendar, and the Master Activities Planner for a complete rundown of command- and component-related material.*

- a. USSTRATCOM (and component) news
  - Posts and updates on (but not limited to):
    - USSTRATCOM operations
    - Senior leader speeches and engagements
    - Calendar events and holidays
    - Symposia and forums
    - Testimonies
    - Community engagements
    - USSTRATCOM DV visits (both at the headquarters and out in the field)
    - DoD Communications Playbook – Quarterly themes and messages
- b. Human-Interest/slice-of-life
  - Video/Photo Features
  - Website Features
  - USSTRATCOM enterprise unique content
  - Quality of life events
  - C2F progress
  - Command health and welfare
  - Headquarters Enlisted Corps Spotlight (monthly highlight of HQ enlisted member)
  - Faces of Deterrence (Weekly HQ and component personality feature highlighting the people behind the mission)

**NOTE:** A sample Public Affairs Information & Engagement Matrix is located in Annex E: Communication Synchronization and Analysis.





UNITED STATES STRATEGIC COMMAND

# COMMUNICATION STRATEGY

## ANNEX E: COMMUNICATION SYNCHRONIZATION AND ANALYSIS

*LINE OF EFFORT*



OFFICE OF PUBLIC AFFAIRS

*This Annex is a supplement to the 2018 U.S. Strategic Command Communication Strategy*

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## PURPOSE

To outline U.S. Strategic Command (USSTRATCOM) communication synchronization and analysis strategies and tactics for communicating USSTRATCOM and Department of Defense (DoD) priorities and issues to local, national, and international audiences. This strategy provides an overall framework for the process in which USSTRATCOM's communication activities support the Campaign Plan and the *Commander's Vision and Intent*, and supplements the USSTRATCOM PA Communication Strategy for 2018.

## BACKGROUND

The most recent update to Joint Publication 1-0, Doctrine of the Armed Forces of the United States dated 12 July 2017, establishes information as the seventh joint function – codifying information as a warfighting function.

***“The information function encompasses the management and application of information and its deliberate integration with other joint functions to influence relevant-actor perceptions, behavior, action or inaction, and support human and automated decision making. The information function helps commanders and staffs understand and leverage the pervasive nature of information, its military uses, and its application during all military operations. This function provides JFCs the ability to integrate the generation and preservation of friendly information while leveraging the inherent informational aspects of all military activities to achieve the commander’s objectives and attain the end state.”***

-- Joint Publication 1  
12 July 2017

The information environment is the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. In this age of interconnected global communication networks and social media platforms, everything USSTRATCOM and its components do sends a message. USSTRATCOM and component strategies, policies, plans, and operations communicate national intent in ways that confirm or conflict with what USSTRATCOM wants the audience to believe. Every action or inaction, every word – spoken or written, every engagement – whether with friend or foe, sends a clear message to allies, partners, and adversaries around the globe.

The speed of modern communications and the disparity of multiple audiences increases the importance of quickly and agilely synchronizing communication activities and operations. The establishment and preservation of trust, credibility, and timeliness in communication requires deliberate alignment of the military's operations, actions, words, and images. Attempts to strengthen trust and credibility will quickly backfire if the audience believes it is being manipulated or deceived. Likewise, lack of timeliness can result in a communication vacuum that is often filled by adversary propaganda or publics assuming unfavorable joint force intentions.

The speed and agility of information flow today emphasizes the need for quick, accurate, and continual assessment and evaluation of the information environment. Analysis or assessment of tactical communication products and activities using various open sources, in combination with intelligence information collection sources, provides necessary and valuable updates that contribute to achievement of enterprise campaign plan objectives.



# STRATEGY

Synchronized communication focuses on the behavior of publics that can have an impact on USSTRATCOM and component mission success. The commander's mandate to synchronize communication requires early planning, training, and guidance to enable decentralized, yet responsive action that reflects the Campaign Plan and the Commander's Vision and Intent. Likewise, communication activities should focus on important decision points of key publics to achieve campaign plan objectives. The integration and alignment of operations, actions, words, and images is vital in this endeavor.

Joint Staff's draft of the Globally Integrated Information Power EXORD directs that the Chairman of the Joint Chiefs of Staff has the responsibility to the Secretary of Defense to provide best information power, across the globe, ensuring the force is postured and active to accomplish the department's strategic objectives. The EXORD also specifically directs the Assistant to the Chairman, Joint Chiefs of Staff (ACJCS) as the synchronizer for informational power. JPs 1-0 and 3-0 identify this integration and synchronization as the Commander's Communication Synchronization (CCS) process – a joint force commander (JFC) program.

**EFFECTIVE CCS FOCUSES PROCESSES AND EFFORTS TO UNDERSTAND AND COMMUNICATE WITH KEY AUDIENCES AND CREATE, STRENGTHEN, OR PRESERVE CONDITIONS FAVORABLE TO ADVANCE USSTRATCOM INTERESTS, POLICIES, AND OBJECTIVES.**

The CCS integrates USSTRATCOM and component communication efforts in a coherent fashion across the IRC's – including other stakeholders as practicable – and aligns communication with the broader national strategic narrative. JP 3-61 directs that PA is “the primary coordinator for communication integration and alignment” for the JFC, and “the JFC should determine who will lead the CCS process for the command, but normally it is the PA office.” The most recent USSTRATCOM Campaign Plan, approved by the commander of USSTRATCOM, aligns with the CJCS directive and establishes Public Affairs as the lead for the command's CCS process. Further, PA develops guidance and information for proposed command operations or activities to inform internal, congressional and public audiences of Operations, Activities, and Investments (OAI), and coordinates the timing of their release.

Effective CCS focuses processes and efforts to understand and communicate with key audiences and create, strengthen, or preserve conditions favorable to advance USSTRATCOM interests, policies, and objectives. Using the Campaign Plan and the Commander's Vision and Intent as the base guidance, the USSTRATCOM CCS process develops the approach for achieving information-related objectives and ensuring the integrity and consistency of themes, messages, images, and actions.

Measuring the effectiveness of communication activities is also a key component of the commander's decision cycle, helping to determine the results of tactical actions in the context of overall mission objectives and providing potential recommendations for refinement of future plans. Assessment and evaluation will be conducted by all IRCs and included in all planning and execution steps. The decision to adapt plans or shift resources is based upon the integration of intelligence in the operational environment and other staff estimates, as well as input from other mission partners, in pursuit of the desired end state.



## CONSIDERATIONS AND GOALS

Refer to USSTRATCOM 2018 Public Affairs Communication Strategy for detailed list of considerations and goals.

## OBJECTIVES

- a. Implement a PA process by the end of Q4 CY18 for informal and formal research to establish a baseline for gathering and analysis of data that informs the PA planning and CCS processes to enhance the command's information environment.
- b. Refine (in the fourth quarter of CY18) the CCS process for USSTRATCOM PA, and throughout CY18 to inform the command's information synchronization process and actions to support strategic communication-related objectives across IRCs.
- c. Establish a process by the end of the third quarter of CY18 where Public Affairs products, information, and outcomes are incorporated into USSTRATCOM's analysis of operations and activities.
- d. Throughout CY18, effectively implement and evaluate 100% of PA activities against the command's campaign plan objectives to identify, measure, and evaluate communication implications within the operational environment.
- e. By the end of Q4 2018 (and following the signing of the updated USSTRATCOM campaign plan and OPORD), establish a USSTRATCOM Tiger Team to establish a communication synchronization process that consolidates and informs the various communication efforts and enterprise operations.
- f. By the end of Q4 2018, establish a consolidated matrix for all PA events and communication efforts that informs the CCS.
- g. Throughout 2018, facilitate the CCS process for Headquarters USSTRATCOM to assist with the required reporting to Joint Staff J3.



## KEY THEMES AND MESSAGES

**NOTE:** A daily summary of USSTRATCOM news, messages and communication tactics to help people tell the USSTRATCOM story can be found on the Public Affairs StratWeb page.

Refer to USSTRATCOM 2018 Public Affairs Communication Strategy for detailed list of key themes and messages.

## TACTICS

Successful research, planning, synchronization, execution, and analysis of information activities and operations require a comprehensive, harmonized process. The continuous and rapid flow of information, aided by advances in media and social media distribution methods, requires proactive, responsive, adaptive, and agile processes and capabilities to preserve the desired intent of any USSTRATCOM enterprise message.

By proactively conveying accurate information about USSTRATCOM enterprise activities, PA helps the command to impact the information environment, particularly as it relates to public support. To help manage and deliver public information, and synchronize communication with other IRCs, interagency, and mission partners, PA actively participates in all levels of USSTRATCOM enterprise research, planning, operations, execution, and assessment efforts. Participation includes, but is not limited to, inclusion in the routine and ad hoc working groups, boards, cells, and teams – which contribute to the USSTRATCOM CCS process.



### CCS

As identified in joint doctrine, CCS is the process for coordinating and synchronizing themes, messages, images, operations, and actions to support strategic communication-related objectives and ensure the integrity and consistency of themes and messages to the lowest tactical level through the integration and synchronization of all relevant communication activities. Effective CCS focuses processes and efforts to understand and communicate with key audiences and create, strengthen, or preserve conditions favorable to advance USSTRATCOM interests, policies, and objectives. Using the Campaign Plan and the Commander's Vision and Intent as the base guidance, the USSTRATCOM CCS process develops the approach for achieving information-related objectives and ensuring the integrity and consistency of themes, messages, images, and actions.

Members of USSTRATCOM that contribute to the CCS process include, but is not limited to: Public Affairs, Commander's Action Group, Foreign Policy Advisor, Legislative Affairs, Staff Judge Advocate, J2, J3 (Current Operations, Information Operations, etc.), J5 (Future Plans and Strategic Communications Divisions), J7 (Assessments), and all USSTRATCOM subordinate units.

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## Assessment

The primary emphasis of the PA assessment is to identify, measure, and evaluate implications within the operating environment that the commander does not control, but can influence through coherent and comprehensive CCS established by early integration in the planning process. Assessment begins during mission analysis when the commander and staff consider what to measure and how to measure it to determine progress toward accomplishing tasks, creating conditions and effects, or achieving results.

Responsibility for execution and assessment resides with the individual communication capabilities and entities executing other activities designed to send specific messages to specific publics. Assessment results must be fed into the USSTRATCOM J73 commander's assessment cell for consolidation and evaluation of the overall campaign assessment effort, creation of desired effects, and achievement of USSTRATCOM campaign plan objectives.

## PA Operations Synchronization

**NOTE:** The following chart is an example format of the synchronization matrix that will help harmonize USSTRATCOM's PA activities. A comprehensive list of USSTRATCOM messages is listed in the 2018 USSTRATCOM Public Affairs Communication Strategy.

### COMMUNICATION SYNCHRONIZATION MATRIX (SAMPLE)

**USSTRATCOM Priorities:** Strategic Deterrence, Decisive Response, Combat-Ready Force

**USSTRATCOM Mission:** USSTRATCOM deters strategic attack and employs forces, as directed, to guarantee the security of our Nation and our Allies.

**USSTRATCOM Vision:** One innovative USSTRATCOM warfighting team deterring conflict and delivering decisive capabilities from, in, and through all domains wherever and whenever needed.

Date/Location	Event/Activity	Line of Effort	Request/Requestor	Message	Audience	Command Synch	Evaluation
Mar 6-7 HQ STRATCOM	CNN tour of HQ, GOC, ABNCP, Interview	Media, Web, SM	Overview/ Barbara Starr CNN	Nuclear Enterprise; Modernization	US public, allies & potential adversaries	CAG, J010, J050, J060, J1, J2, J3, J5, J8	Airdate: March 23
Mar 16-20 Faslane, Scotland	SSBN Maryland to HMNB Clyde	Plans, Web, SM	Port Visit PAG/ J3, J5, EUCOM	Strengthen cooperation between US & UK, commitment to NATO allies	US public, allies & potential adversaries	CAG, J004, J007, J2, J3, J5	Reached 60k+ in first week, one of our top 2018 Tweets.
Command Video	Produce a Command Video	Outreach, Web, SM, CI	Public Affairs/ 3-4 min	Show missions and priorities; global threats; expand national dialogue on Deterrence	US public, allies & potential adversaries	CAG, Legal	Reached 73k+ in 2 weeks, top 10 YouTube post. under budget, on time
Oct 29, 2017 B-2 Mission	B-2 Deterrence and Assurance Mission to Pacific	Media, Web, SM	HQ J3, J5, PACOM/ B-2 Mission	Ironclad Alliance, 21st Century Strategic Deterrence	US Public, Japan public, North Korea	CAG, J010	Top social media post of 2017
Apr. 16 Space Symposium	Breaking Defense Interview w/ CC	Media, Web, SM	Interview/ Colin Clark (Breaking Defense)	How STRATCOM adapts to multi-domain, multi-polar world	Media, US public, allies & potential adversaries	HQ J-Dirs, USPACOM, GOJ	Reach potential 23M users, info accurate